

Pre-Training Preparation for TeamSTEPPS: Lessons Learned from Iowa CAHs



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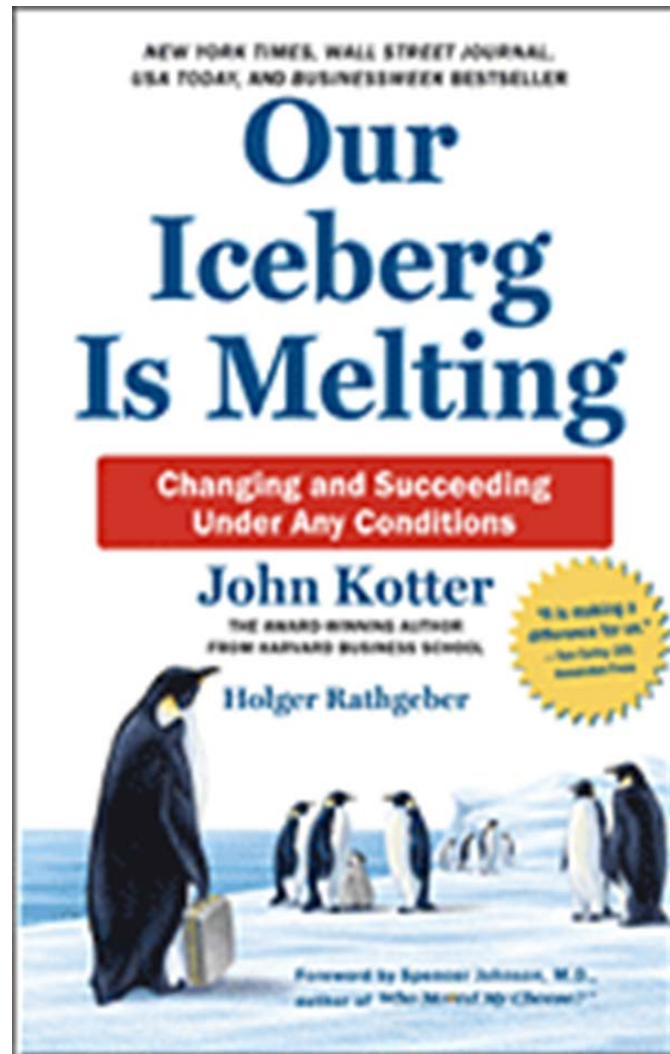
Acknowledgement

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Objectives

- ❑ To discuss five important preparation and planning activities that should take place ***before*** attending TeamSTEPPS Master Trainer Training.
- ❑ To share ***lessons learned*** from Iowa CAHs regarding their practices in preparing for TeamSTEPPS.
- ❑ To discuss the difference between organizational readiness and ***strategic preparedness*** and its implications for CAHs

TeamSTEPPS is Change Management



John Kotter's 8-Step for Successful Change

□ SET THE STAGE

1. Create a Sense of Urgency
2. Pull Together the Guiding Team

□ DECIDE WHAT TO DO

3. Develop the Change Vision and Strategy

□ MAKE IT HAPPEN

4. Communicate for Understanding and Buy-in
5. Empower Others to Act
6. Produce Short-Term Wins
7. Don't Let Up

□ MAKE IT STICK

8. Create a New Culture



Challenge for Change

- Theory
- Best Hope
- Reality



Challenge for Change

□ Change is Difficult

- 70% of all change initiatives fail.
- Change requires organization infrastructure, resources, leadership, and cultural support.
- Change is cognitively and emotionally demanding.

Challenge for TeamSTEPPS

□ TeamSTEPPS is Complex

- Multiple aspects of teamwork, communication, and safety culture
- Layers of concepts, skills, and tools
- Complex implementation guidelines

Complexity

Implementation timeline

TeamSTEPPS

Executive Sponsor, Guiding Coalition

Choose the Executive Sponsor and Guiding Coalition Names: _____

Planning

Implementation Timeline

Through Sustainment



Step 2: Define the Problem, Challenge, Opportunity

Reasons for Change

- A. RCAs
- B. Near misses
- C. Adverse events
- D. Patient outcomes
- E. Complaints
- F. FMEAs
- G. Staff concerns

Regulatory & Guidance

- A. JCAHO / AAAHC
- B. National PS Goals
- C. CMS & Other Quality Measures
- D. NQF Safe Practices
- E. DoD / Service-Specific

Data, Key Factors

- A. Site Assessment
- B. PS Culture Survey (AHRQ)
- C. Data & Measures
- D. S-W-O-T Analyses
- E. Productivity
- F. Workload
- G. Seasonal staffing
- H. Changing
 - * Leadership
 - * Key personnel
- I. Experience levels
- J. Deployments
- K. Other factors.....

Ready for Change !

Step 1: Create the Change Team

Choose the members: (influence/willingness)
 Physician(s) _____
 Nurse(s) _____
 Admin? _____
 Technologist? _____
 Knowledge expert _____
 Patient Safety, Risk Manager _____
 Other key person(s) _____
Encourage the physician and nurse champions

Step 3: Define Aim(s)

Exactly what you plan to achieve with intervention

Decide Change Type

Incremental change or **Transformational** change

Incremental Change: Targeted Intervention(s)

- PDSA-- continuous improvement model
- Targeted change based on defined need
- Fewer resources required
- Leadership support
- Clinical champions
- Measure
- Selects theme-based tools/strategies such as "team events" or "communication"



Transformational Change: Culture of Safety

- Use principles of organizational change (Dr. Kotter)
- Larger initiative for broad use of TeamSTEPPS tools and strategies for teamwork and communication
- Train-the-trainer course, then train the unit staff
- Leadership, coaching, role modeling, debriefing
- Staged introduction of prioritized tools and strategies
- Leadership commitment: time and resources
- Often begins as unit-based initiative, then spreads
- Solid evidence-base for teamwork tools and strategies
- Guided by measures

Step 4: Design a TeamSTEPPS Intervention

Based on a problem, challenge or opportunity
 Examples: Choose Communication Theme;
 Team Events Theme: briefs, huddles, debriefs;
or specific tools and strategies as appropriate

OR

Full implementation of TeamSTEPPS Initiative

Step 5: Decide Measures

Meaningful measures to test the effectiveness of your intervention (see the recommendations)

Step 6: Develop Implementation Plan

- Leadership support: executive and unit
- Schedule training-education dates
- Consider marketing & communication
- Listen for input, adjust plan, customize
- Buy-in from key individuals
- Plan to engage the physicians, nurses
- Do baseline measures (survey, data, etc.)
- Create an implementation timeline

Step 8: Create Communication Plan

Persons and groups for support; front-line leaders, Answer: "What's in it for me" for stakeholders
 Change team active in multi-channel communication

Step 7: Sustainment

- Coaching at unit level
- Role modeling
- Monitor
- Report measures
- Continuous improvement
- Integrate into practices
- Rewards and incentives
- Develop spread initiatives
- Best practices
- Leadership emphasis
- Celebrate short-term wins
- Create new champions
- Be innovative

Kotter's Change Model

1. Create sense of urgency
2. Build the guiding team
3. Develop change vision
4. Understanding / Buy-in
5. Empower others
6. Create short-term wins
7. Don't let up; be relentless
8. Create a new culture

A Culture of Safety

Step 9: Write Action Plan

Final Action Plan covering Steps 1-8

Step 10: Review Plan

Identify key personnel to review plan



Time Frame Dates: _____

Challenge for TeamSTEPPS

□ TeamSTEPPS is Adaptable

- Transformational vs. incremental
- Phased-in approach
- But, how to adapt and customize TeamSTEPPS to fit your organization while maintaining **rigorous implementation**?

Five Steps of Preparation

Five preparation steps should be taken **before** initiating TeamSTEPPS to help hospitals engage in and sustain organization-wide change:

1. **Assess Needs**
2. **Reflect on the Context**
3. **Select Change Agents**
4. **Develop a Shared Understanding**
5. **Set Goals**

Step 1 - Assess Needs

- What changes are needed? Why is TeamSTEPPS necessary?
 - Define the organization's strategic goals and priorities;
 - Use data (e.g., performance, safety events, safety culture survey) to identify the needs for change or improvement in light of the goals and priorities;
 - Assess the fit between TeamSTEPPS and the identified needs.

Step 2 – Reflect on the Context

- Are we ready to undertake the initiative? If not, what can we do to get (more) ready?
 - Reflect on the resources needed and how it will affect the implementation;
 - Reflect on the relationships between TeamSTEPPS and other initiatives;
 - Strategize the implementation plan to improve the context, avoid competing priorities, or create a synergetic plan for complementary initiatives.

Step 3 – Select Change Agents

- Who can serve as agents for creating and spreading change? Who will likely be engaged, persistent, and resilient to cognitive and emotional demands?
 - Select change agents with personal goals that are aligned with TeamSTEPPS implementation;
 - Select change agents who are more likely to influence others;
 - Select change agents with high emotional intelligence and resilience.

Step 4 – Develop a Shared Understanding

- What the intervention is about? Why are we doing this? Where are we going? What do we need to do?
 - Develop a shared understanding of what TeamSTEPPS is and why it is relevant for us;
 - Develop a shared understanding of the objectives and pathway for the intervention;

Step 5 – Set Goals

- What specific goals do we want to accomplish? When should we accomplish these goals?
 - Define the scope of TeamSTEPPS implementation;
 - Set specific goals for the implementation: what, when, and where change should occur?

Lessons Learned from Iowa CAHs

- ❑ A longitudinal qualitative study
- ❑ Our team at the University of Iowa worked with 17 hospitals who participated in TeamSTEPPS training:
 - 6 CAHs in 2011
 - 8 CAHs in 2012
 - 4 CAHs in 2013
- ❑ We visit each CAH quarterly to hear their story:
 - Why did the hospitals initiate TeamSTEPPS?
 - How did they prepare for implementation?
 - How is the implementation progressing?
 - What implementation events occurred and what was experience?

Preparation Approaches

- ❑ **Generic Approach** – Use TeamSTEPPS for general QI purposes without deliberately assessing the facility's needs and context, developing a shared understanding, selecting change agents, or setting goals.
- ❑ **Focused Approach** – Carefully deliberate on the five recommended preparation steps and explicitly link TeamSTEPPS to a specific area of improvement.

Loring Hospital's TeamSTEPPS Experience

- How did we started this journey?
- How did we prepare for TeamSTEPPS?
- What challenges did we have and how did we handle these challenges?

Strategic Preparedness

□ Strategic preparedness

- refers to organization members' collective understanding of what and why change is needed and how to realize it.

□ Strategic preparedness

- depends less on resources and infrastructures;
- requires a high level of mindfulness of organization members when they initiate and lead the change.

How Does Preparedness Help?

- Our analysis indicated that high levels of strategic preparedness affected change experiences through three mechanisms:
 - keep the change team focused and engaged
 - help the change team foresee and appropriately manage implementation barriers
 - enhance the change team's perception of control and efficacy

Lessons Learned

- Strategic preparedness keeps the change team focused and engaged:
 - “When we initially set out to focus on our handoff processes, it was neat because both the nursing staff and the administration really wanted it... We were able to use tools from TeamSTEPPS to plan training and to use at bedside... We were meeting every two weeks to discuss the next steps.”

Lessons Learned

- Strategic preparedness helps the change team foresee and manage implementation barriers:
 - “Getting physicians on board is always a challenge here. We went strategically about it, to pick people who could make the most impact on most people...”

Lessons Learned

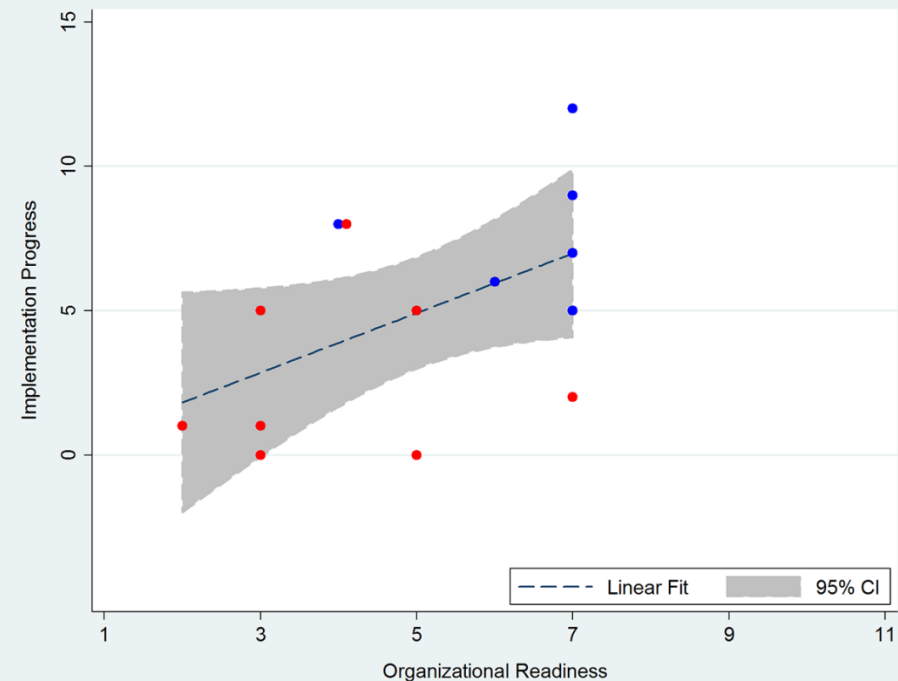
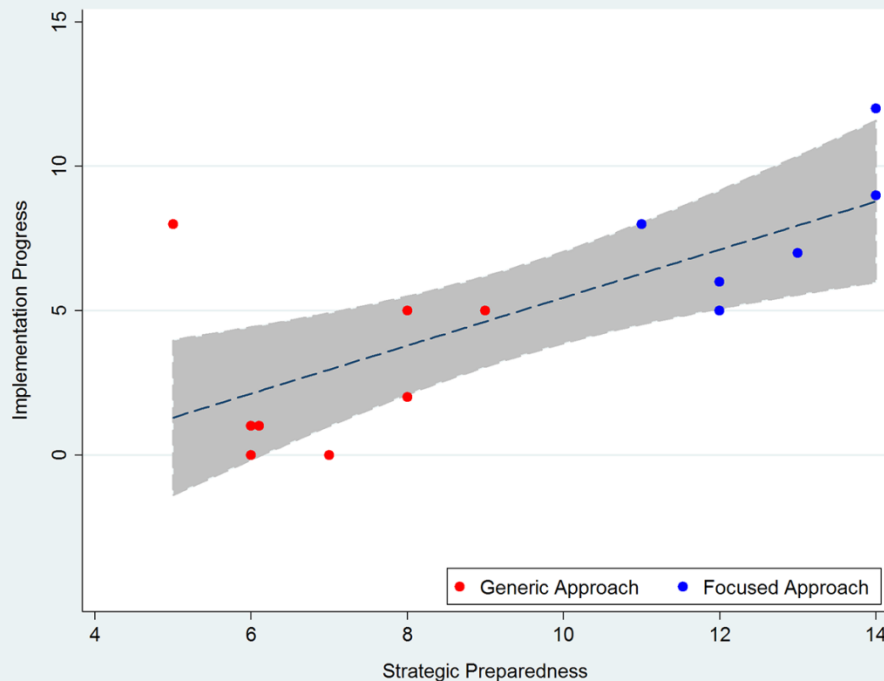
- Strategic preparedness enhances the change team's perception of control and efficacy :
 - “For us, EMR was a bit of a barrier. We knew it was coming, so this wasn't the most ideal time... So, we slowed down [during EMR implementation]. But, our goal certainly has not changed. We're still moving forward, pushing education out, keeping people in the loop, and bringing it up to keep it as a focus.”

Strategic Preparedness vs Organizational Readiness

- Strategic preparedness is different than organizational readiness for change
 - Organizational Readiness - *what an organization has.*
 - Strategic Preparedness - *what an organization and its members can do.*

Strategic Preparedness vs Organizational Readiness

- Hospitals that exhibited higher levels of strategic preparedness progressed better:
 - More timely and effective training and safety tool implementation



Discussion